

Diversity Plan Summary

Review of State Agency Diversity Plan Submissions

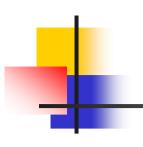
November 20, 2008





Diversity Plan Submissions Executive Order Four

Each executive branch agency will submit a Diversity Plan to the Diversity Council no later than July 31 with the initial plan due on July 31, 2008.



Diversity Plan Submissions Executive Order Four

Diversity Plan Requirements

- Hiring and promotion practices
- Steps taken to increase diversity
- Diversity training
- Hiring opportunities and workforce composition
- Efforts to encourage and celebrate diversity



Diversity Plans Submitted

- 38 Plans were submitted
- 4 Department of Commerce divisions submitted separately
- All others, including the large agencies, submitted a single plan
- Exception; Clarinda correctional facility submitted separately
- DNR submitted in different format



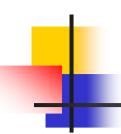
Diversity Plans Template Structure

Recruitment

- Organizational strategy
- Factors affecting recruitment
- Sourcing activities and tools
- Other methods
- Milestones and timetables

Retention

- Job turnover
- Promotions
- Employee engagement
- Training



Recruitment: How Diversity Supports Business Strategies

- Improve public trust and attitudes toward the agency
- Counter public attitudes about the population served
- Reflect their customer base in their workforce composition
- Gain new ideas, perspectives, and cultural resources
- Improve services to the public through better outcomes
- Improve cultural competencies of staff
- Create new recruitment contacts
- Improve fairness and justice perceptions of regulatory agencies

Recruitment Organization Strategies for Recruitment

Strategy	Examples	# Responses FY 2008	# Responses FY 2009
Media Advertising	Print, Career Builder, trade publications, develop brochures	16	3
Utilize DAS	Focus on DAS services, partner with DAS	15	3
Utilize own Web Site	Most agencies have their own web sites	4	0
Events	Job fairs, diversity events, open houses, conferences	5	1
Networking – Minority	Target minority web sites, e-mail lists, organizations in general, other agencies	7	2
Networking - Professional	Target professional organization web sites, e-mail lists, not minority specific; agency speakers	4	1
Organizational Change/Development	Workforce planning, establish committees, add staff, review selection procedures, skill sets needed, internal awareness, AA/Diversity program review, internships, focus on retention	17	1
Training	DAS mandatory training, internal agency training	2	2



Recruitment Staff Assigned to Recruitment

Recruitment assigned to the following level of staff:	Number of agencies reporting:	
	FY 2008	FY 2009
Personnel Assistant	5	5
Direct Supervisor	12	12
Bureau or Division Level Manager	19	19
Director Level	6	6
Dedicated Recruiter	1	1
Otherwise Assigned	4	5
DAS Recruiter	1	1
Outside (DPD)	1	1



Recruitment Barriers

General Barriers

- Recruitment reach and tools
- Small applicant pools in particular geographic areas
- Lack of requisite skills
- Competitive compensation for certain job classifications
- Lack of extensive public communication of job opportunities
- Budget constraints for recruiting and staffing
- Short posting time frame
- Lack of available labor with appropriate education, skill, or experience
- Relocation constraints
- Travel
- Loss of accruals of paid leave for promotion to management

Protected Class Barriers

- Lack of time and resources to recruit more broadly
- Need additional training and education for diversity recruitment
- Cultural nuances
- Low representation (of diversity) internally
- Low participation of protected classes in highly specialized positions that require specific education and work experience



Recruitment Sourcing Tools

Tool	FY 2008	FY 2009
Internet Job Postings	21	25
Resume Search Products	1	1
Standard News Print	20	20
Specialty Trade Journals	8	12
Radio	4	3
TV	2	2
Open House	5	8
Search Firms	2	2
Temporary Staffing	16	16

Responsibilities of Hiring Departments

Tool (other than BrassRing)	Number of agencies Identifying as most effective
Standard news print	11
Word of mouth or referrals	4
Post with secondary educational institutions	3
E-mail lists	3
Professional organizations, associations, journals	1
Expos and job fairs	1
Post with other agencies	1
Temporary or contract employees	1
Mentoring	1
Interns	1



Recruitment Passive Methods

Passive Recruitment Method	Number of agencies reporting
E-mails to organizations	1
Brochures and contact cards	1
Job fairs	2
Retained resumes from previous recruitment events	1
Word of mouth	4
Supervisors solicitations of employees or other individuals	1
Seek referrals from employees	1
Attending professional presentations, practicum, professional peers	4
Collecting resumes	2
Don't want passive candidates	1

Recruitment

Opportunities for Improvement – Agency Perspectives

Area of Improvement	Examples	Number of Agencies Reporting
Internal Agency Improvement	Expand advertising	16
	Fairs, events, open houses	
	Interns, temporary hiring	
	Customize recruitment	
Internal Organizational Improvements	Establish groups, committees	6
	Assign staff	
	Communications and networking	
	Workforce planning	
Working with DAS	Diversity Council recommendations	6
	Review job qualifications	
	EEO/AA program data review	
	Review transfer, promo process	
	Review Position Description Questionnaires	

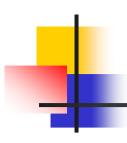
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Diversity Plans Retention

Retention

- Job turnover
- Promotions
- Employee engagement
- Training



Retention Plan Agency Perceptions – Job Turnover

Agency Perception	Number of agencies reporting
Not a significant problem	19
Problem for one job class	11
Problem for more than one job class	7
No report	1



Recruitment Hard to Fill and High Turnover Job Classes by EEO Category

EEO Category	# Job Classes	# Job Classes Hard to Fill	# Job Classes High Turnover
Officials and Administrators	2	2	0
Professional	24	21	8
Technicians	4	1	4
Protective Services – Sworn	1	0	1
Administrative Support	4	1	3
Skilled Craft	6	5	1
Service and Maintenance	5	0	5



Retention Plan Factors Contributing to Job Turnover

Factors contributing to turnover	Number of agencies reporting
Pay	11
Retirement	9
Hours of work	5
Working conditions	5
Travel	4
Job satisfaction	3
Career advancement	3
Rural location	1
Funding for tuition reimbursement/training	1
Supervision	1



Retention Plan Methods used to determine turnover factors

Method	Number of agencies reporting	
Exit interviews	25	
Workforce surveys	9	
Management team meetings/exercises	16	

Retention Plan Program Improvements for FY 2009

Program	Number of agencies reporting	Impact
Orientation/on-boarding	25	Commitment to diversity
		Management involvement
		Cultural competency
		Minimize risk of talent loss
		Identify ways to address concerns
Training and education	32	Close skill gaps
Workplace accessibility	12	Attract and retain persons with disabilities
Mentoring	19	Train new staff
		Develop existing staff
		Identify training needs
		Enhance promotion potential
		Gauge job satisfaction
Awards and recognition	23	Employee morale
		Employee retention



Retention - Promotion Critical Competencies Lacking in Organization

Examples
Chinese, sign language
Creative ways of conducting business
Advanced computer skills, specific software applications
disaster planning, communications engineering, electrical/fire inspection
Ability to read and write
Various disciplines
Interview skills, ability to write
Not specified
Not specified
Not specified
Attendance
Not specified



Retention - Promotion Barriers to Internal Promotions

Promotional Barrier	Example
Pay scales	Promotional pay grade may not attract promotional candidate.
Education or experience	Promotional candidate may have an education or experience gap for the vacancy.
Low turnover	Few promotional opportunities to begin with.
Geography	Unwilling to relocate. Poor cultural amenities in rural areas.
Personal characteristics	Lack of leadership skills and motivation.
Travel	Many candidates don't want overnight travel.



Retention - Employee Engagement Methods Used

- Employee surveys
- Professional development opportunities
- Appreciation events, such as picnics or potlucks
- Open door policy, director walk-around
- Staff and team meetings
- Focus groups
- Performance evaluations
- Intranet submissions



Retention - Employee Engagement Topics Addressed in Tools

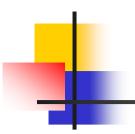
Topic	Number of agencies reporting
Flow and access to information	31
Understanding of the organization's vision and mission	27
Managerial approachability and style	26
Job satisfaction	26
Career progression awareness	16
Cultural inclusion	15
Work/life balance	14



Retention - Employee Engagement Perception of Communications

 Agencies were asked to report how their employees would rate the agency's effectiveness in communicating the support, programs and promotional opportunities available to them.

Agency Rating	Number of agencies reporting
Good	21
Needs improvement	9
Unknown	8



Retention Communication Methods

- E-mail
- Workplace posting
- Intranet articles, newsletters
- Staff and team meetings or minutes
- BrassRing
- Employee handbook
- Interactive web solutions



Diversity Training FY 2008 to FY 2009

Training Type	# Agencies Reporting FY 2008	# Agencies Reporting FY 2009
PDS Solutions Training for managers and supervisors6	2	1
PDS Solutions Training for all employees	5	1
Agency/Division offered training for managers and supervisors	6	8
Agency/Division training for all employees	9	9
External training for managers and supervisors	1	2
External training for all employees	6	3



Retention

Efforts to Encourage and Celebrate Diversity

How Diversity Advances Business Objectives and Goals	Examples	# Agencies Reporting
Direct Business Impact	Improved productivity and programs, responsiveness, innovation, business processes	28
Indirect Business Impact	Enhanced recruitment, cultural competencies, inclusive environment	15



Retention

Efforts to Encourage and Celebrate Diversity

How Managers and Supervisors will be involved in diversity	Examples	# Agencies Reporting
Training and Information	All levels of the organization	27
Hiring Practices and Processes	Not specified	11
Recruitment	Outreach, Partnerships	7
Cultural	Mentoring, establish an inclusive environment, diversity activities, modeling, events	10



Discussion

The completed Diversity Plans for each agency may be found on the DAS-HRE web site at:

http://das.hre.iowa.gov/hre diversity council.html

The FY 2008 Affirmative Action/Diversity Plan and Report for the Executive Branch may be found on the DAS-HRE web site at:

http://das.hre.iowa.gov/